

3rd Quarter 2001 3rd Quarter 2000 2nd Quarter 2001 Nine Months 2001 Nine Months 2000
Revenues \$43,641 \$59,338 \$50,789 \$152,499 \$183,706*
Expenses 43,018 55,467 47,979 144,918 166,224*
After-Tax Profit/Loss 405 2,516 1,832 4,927 11,362*
After-Tax Annualized Return on Capital 1.1% 7.3% 5.0% 4.5% 11.4%
Assets** 2,680,452 2,342,225 2,562,618 2,680,452* 2,342,225
Capital & Subordinations 150,319* 139,721 146,179 150,319* 139,721
Commission Revenues 6,062 7,415 6,668 20,215 23,868*
Number of Firms Reporting 261 273 258 272 284
Number of Profitable Firms 158 210 171 178 242
Aggregate Pre-Tax Earnings of Profitable Firms 2,807 4,300 3,482 10,970 18,470
Number of Unprofitable Firms 103 63 87 94 42

Aggregate Pre-Tax Earnings of Profitable Firms (2,183) (428) (663) (3,388) (989)
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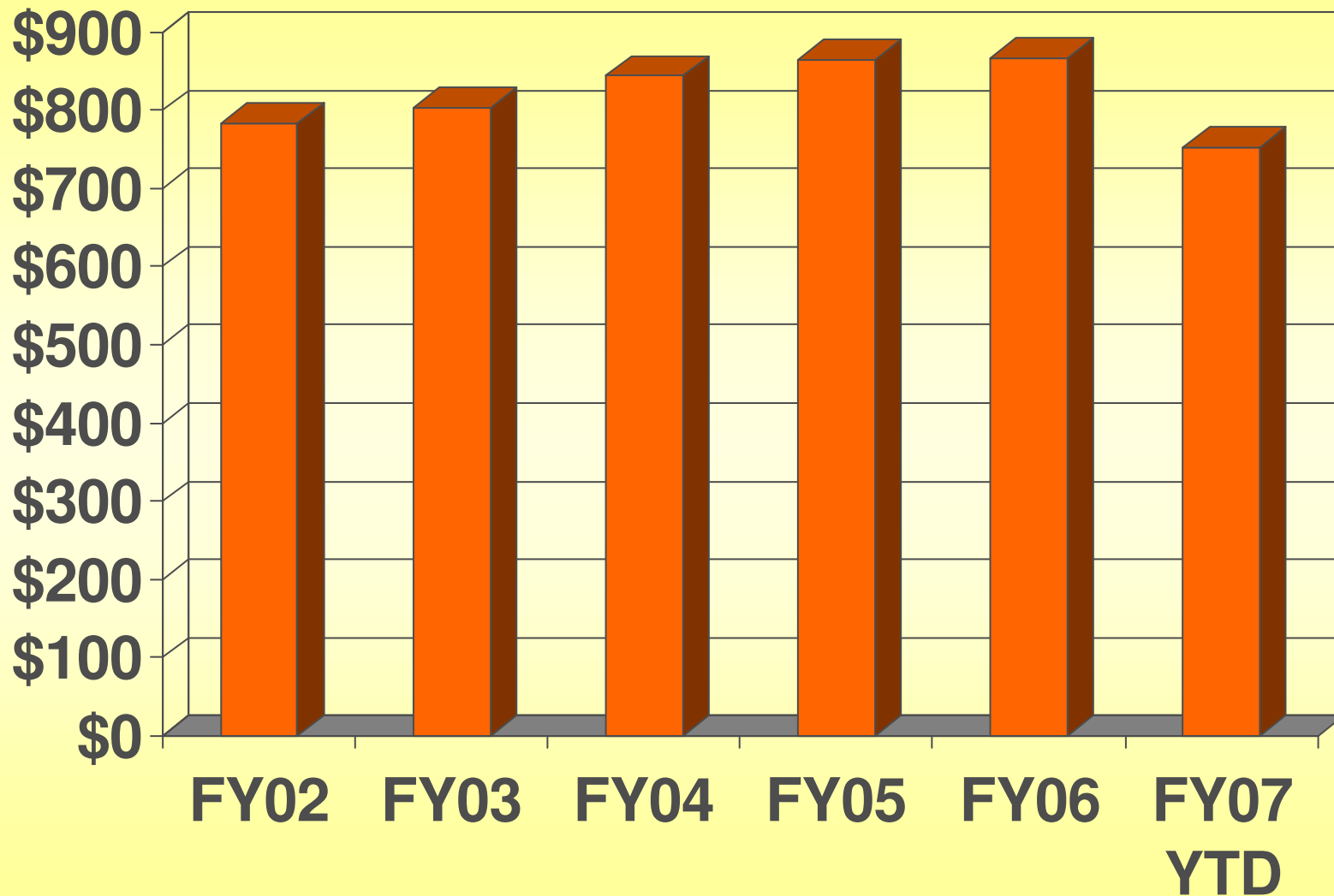
Manage Cost and Revenue Resources Key Performance Indicators

MANAGE COST/REVENUE RESOURCES TO ACHIEVE EFFICIENT OPERATIONS

- Cost per capita of city operations
- Percentage of cost recovery for charges for services
- Cost savings on materials and services

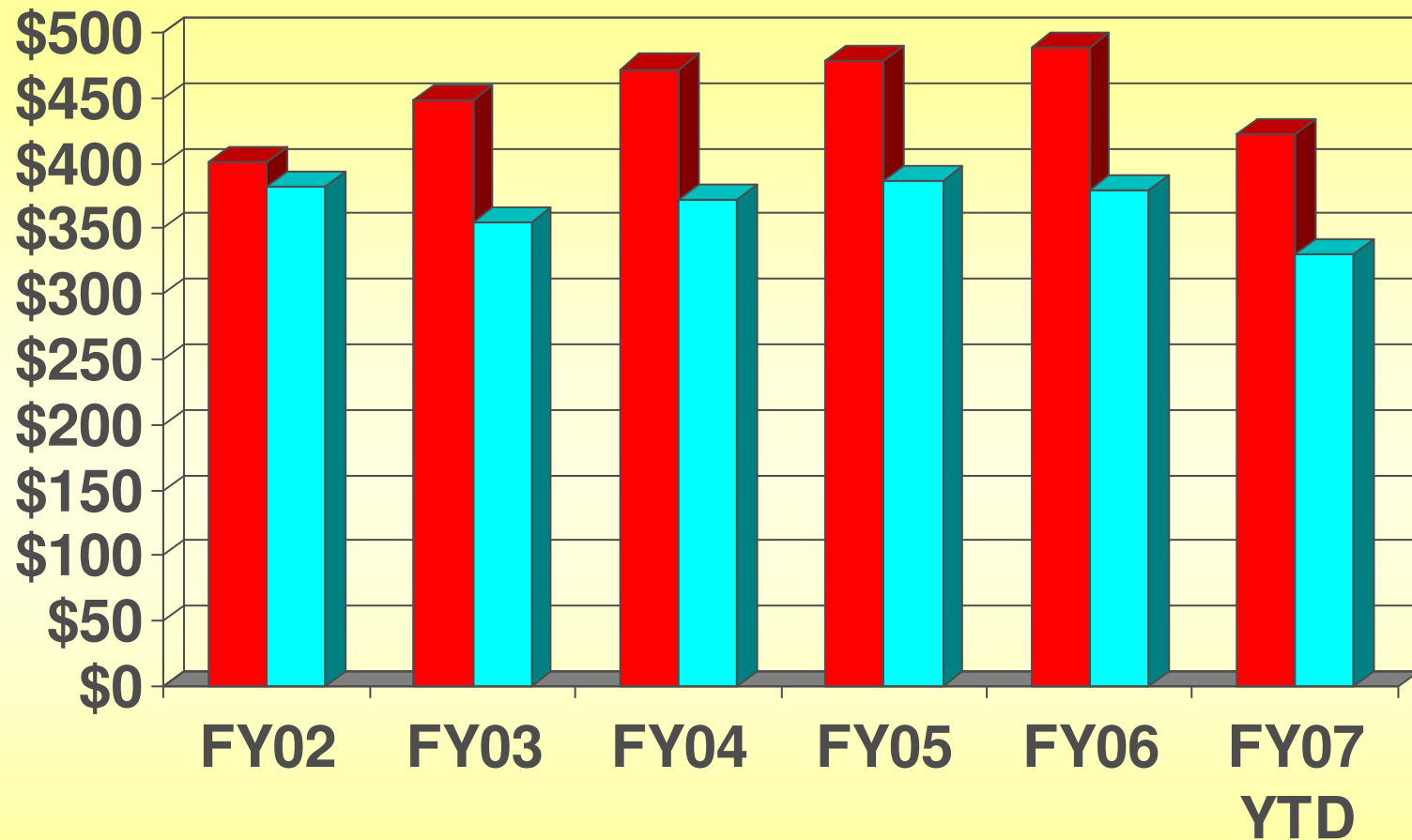
Expenditure Per Capita

(CPI Adjusted)



Expenditure Per Capita

(CPI Adjusted)

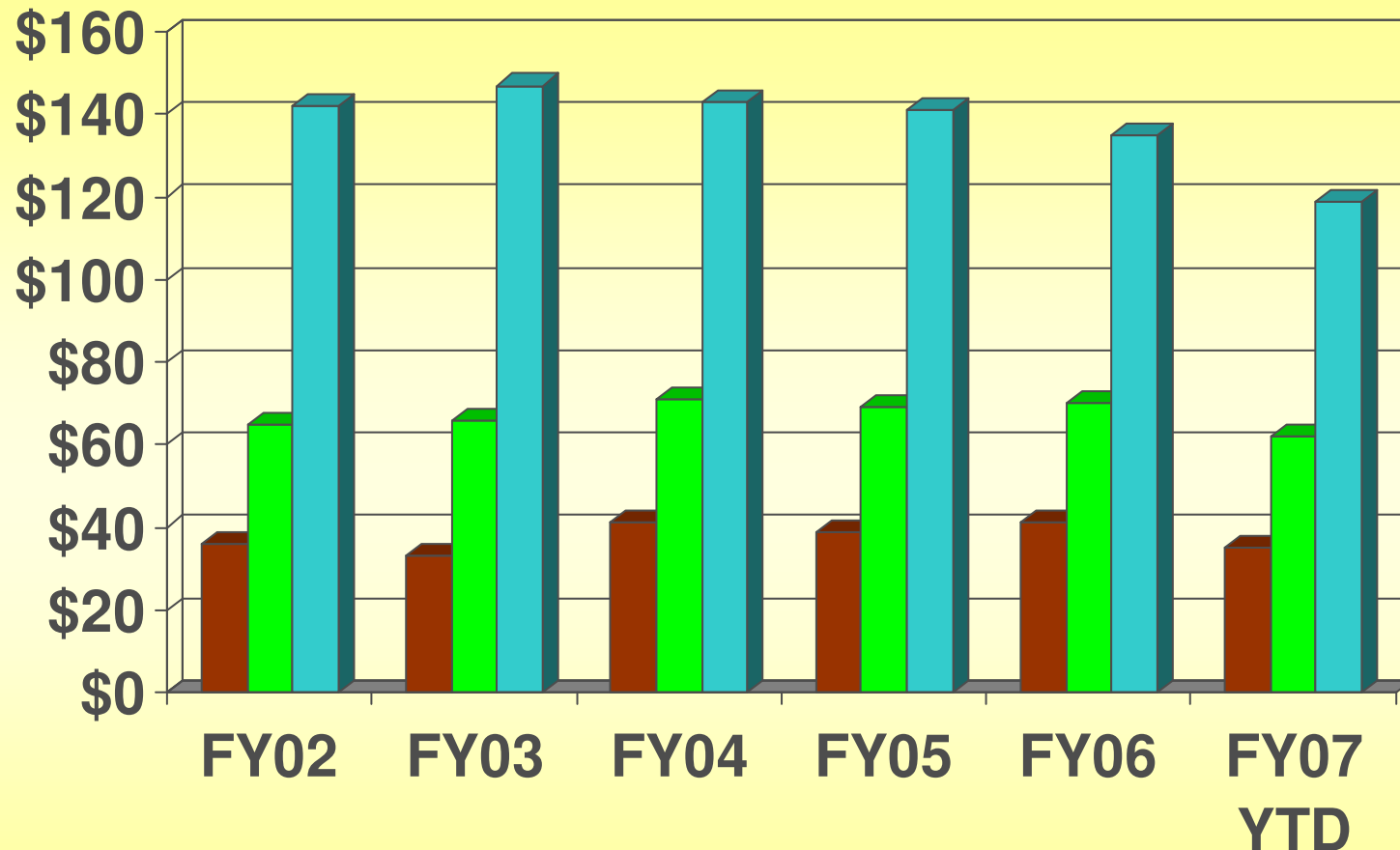


■ Public Safety

■ Non-Public Safety

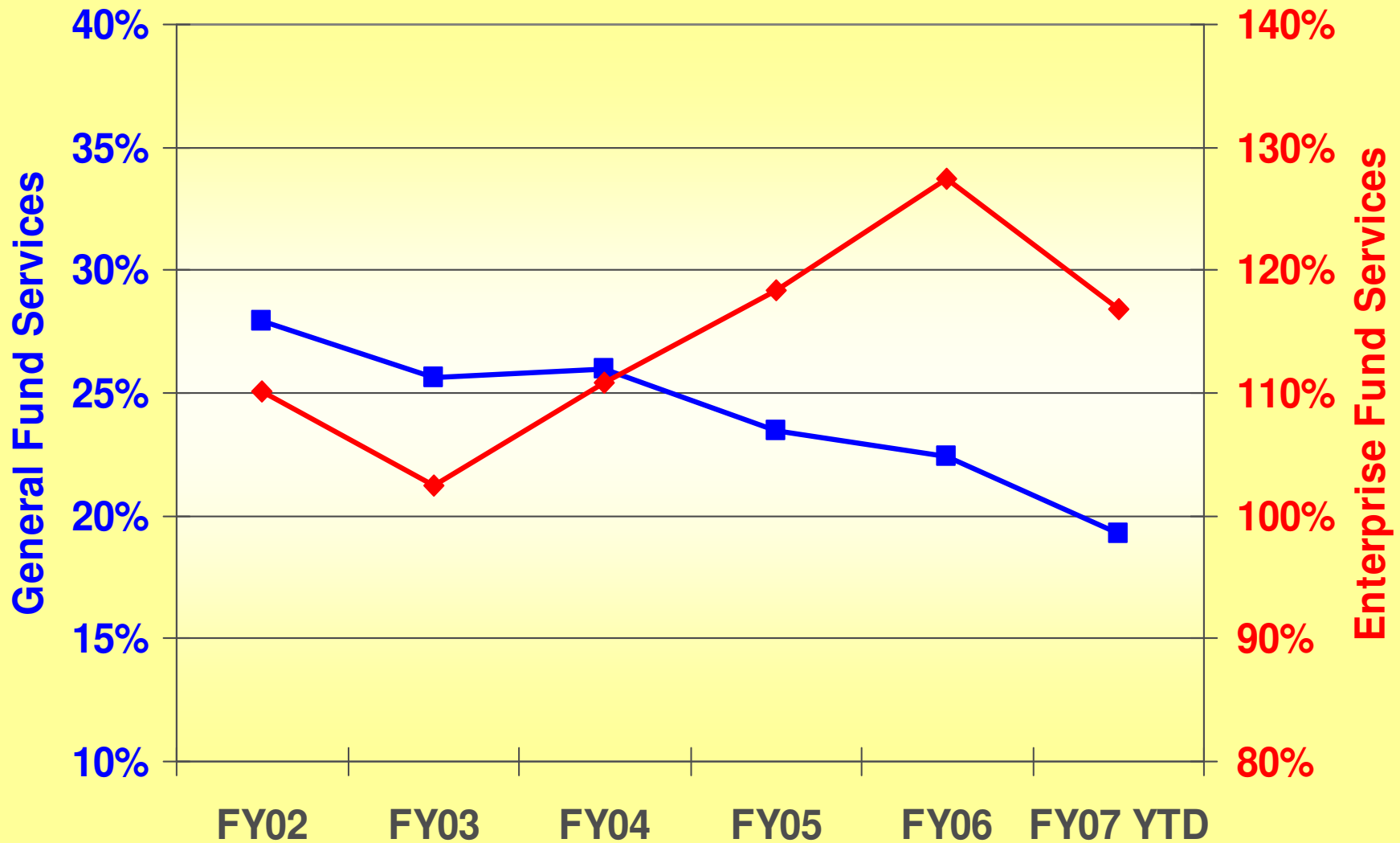
Expenditure Per Capita

(CPI Adjusted)

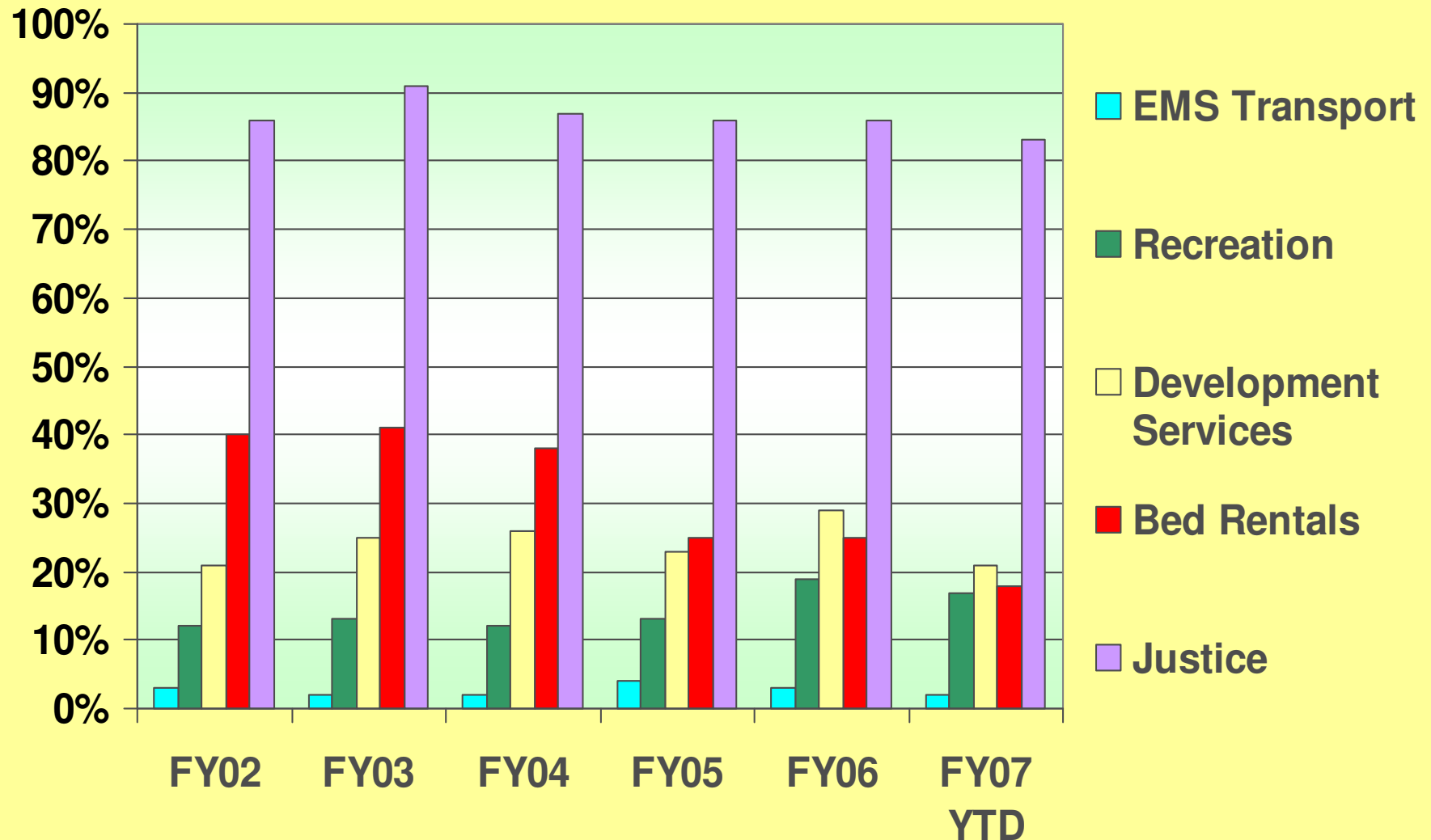


■ Judicial
 ■ Culture & Recreation
 ■ General Government

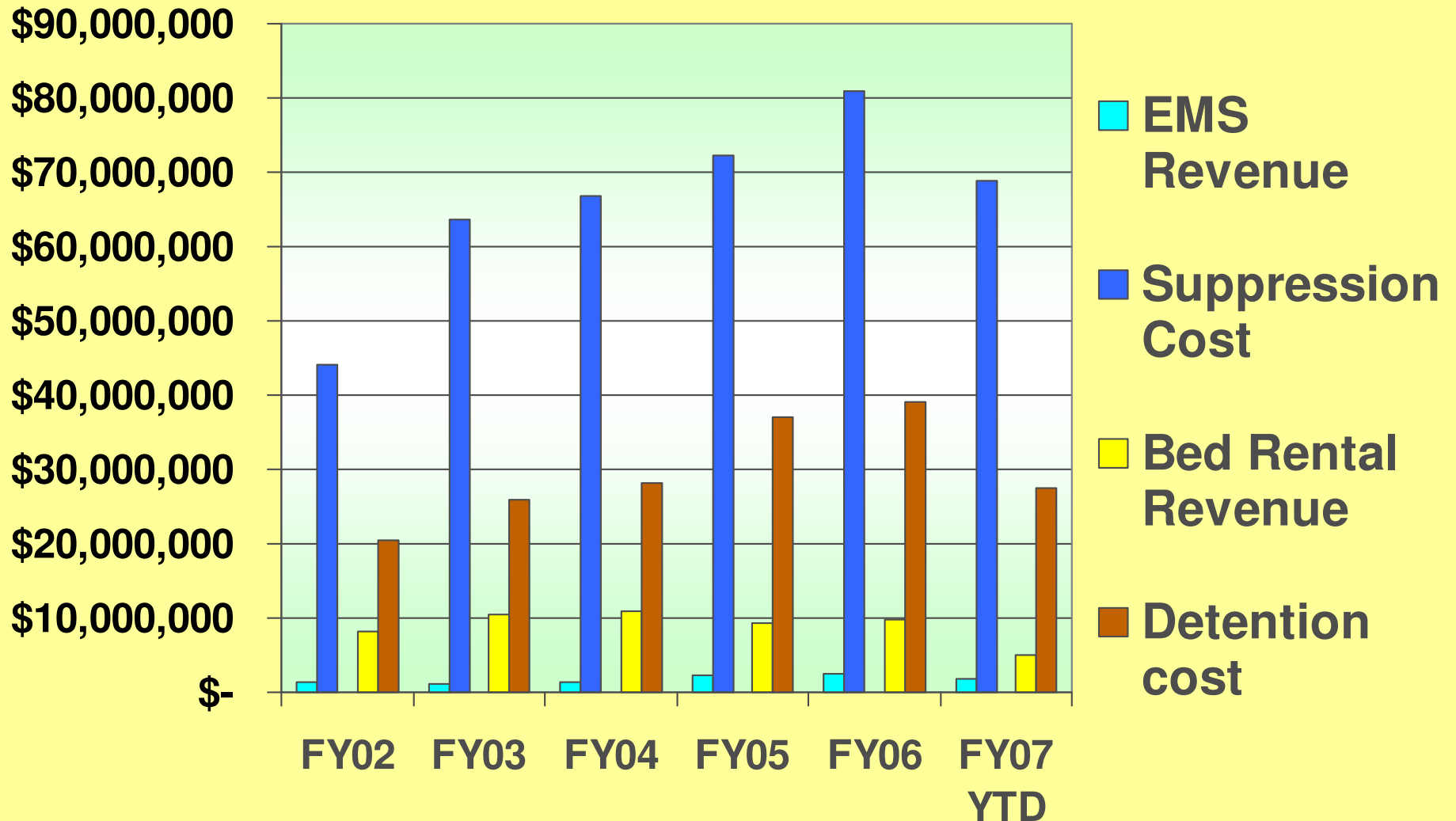
Service Cost Recovery



Gen. Fund Service Cost Recovery



Gen. Fund Service Cost Recovery



Cost of Materials & Services

